

VSSS Strategic Planning

Goal 2 Committee Action Plan

| Goal #: 2 Establish a Performance Management System | | | | | | | | |
|--|---|------------|-------------------------------|------------------|---------------------|-----------------------------|--------|-----------|
| Objective #: 2.1 Manage Services and Systems based on Performance | | | | | | | | |
| Action Plan Description: 2.1.1. Establish a Performance Management System Using a Balanced Score Card Approach | | | | | | | | |
| Task # | Task Description | Due Date | Resource | Task # Dependenc | External Dependency | Additional Resources | Status | Date |
| 1 | Identify Goal Champions | 1/1/2004 | VSSS Committee | | | | C | 6/10/2004 |
| 2 | Establish Task Force | 4/27/2004 | Donna Douglas | | | | C | 6/10/2004 |
| 2.1 | Identify Competencies for Goal Committee Members | 1/1/2004 | Goal 2 Com | | | | C | 6/10/2004 |
| 2.2 | Select members from VLSSE, VaCap, and Vdss | 6/15/2004 | Goal 2 Com | | | | C | 6/10/2004 |
| 2.3 | Outline Project Plan for Goal 2 | 4/27/2004 | Donna Douglas | | | | C | 6/10/2004 |
| 2.4 | Convene first meeting. Reach agreement on: | 5/18/2004 | Donna Douglas | | | | C | 6/10/2004 |
| 2.4.1 | Develop Committee Charges | 5/19/2004 | Goal 2 Com | | | | C | 6/10/2004 |
| 2.4.2 | Draft Full Project Plan | 5/20/2004 | Jeanine LaBrenz | | | | C | 6/10/2004 |
| 2.5 | Approve Committee Charter | 6/30/2004 | VSSS Committee | | | | C | 6/10/2004 |
| 2.6 | Approve Goal 2 Approach & Deployment | 6/30/2004 | VSSS Committee | | | | C | 6/10/2004 |
| 2.7 | Set Future Meeting Schedule | 7/4/2004 | Goal 2 Com | | | | C | 6/10/2004 |
| 3 | VSSS Management/Leadership Approach | 1/1/2005 | Clark Earl (lead) | | | | | 6/10/2004 |
| 3.1 | Develop Leadership Vision/Goal for VSSS | 7/30/2004 | Goal 2 Com | | | | | 6/10/2004 |
| 3.2 | Develop Training Content | 8/15/2004 | Goal 2 Com | | | | | 6/10/2004 |
| 3.3 | Develop Approach Options | 8/30/2004 | Goal 2 Com | | | | | 6/10/2004 |
| 3.3.1 | Contract Out (Master's Credit) | 8/15/2004 | Work Group | | | | | |
| 3.3.2 | Adopt CPM Curricula | | | | | | | |
| 3.3.3 | Deploy through VISSTA | 8/16/2004 | Work Group | | | | | |
| 3.3.4 | Train the Trainer Approach | 8/17/2004 | Work Group | | | | | |
| 3.4 | Recommend Approach | 8/30/2004 | Goal 2 Com | | | | | |
| 3.5 | Approve Approach | 8/30/2004 | VSSS Committee | | | | | |
| 3.5.1 | Work with VCU Social Work and Business Schools on Curricula (VISSTA?) | 8/30/2004 | Goal 2 Com | | | VCU, Vissta, | | |
| 3.5.2 | Tie training to VSSS Performance Management | 8/30/2004 | Goal 2 Com | | | VCU, Vissta, Private | | |
| 3.6 | Recommend Curricula to the Steering Committee | 9/30/2004 | Goal 2 Com | | | | | |
| 3.7 | Devote Budget to pay for training leaders of VSSS System | 10/30/2004 | | | | | | |
| 3.7.1 | Estimate Cost | 9/30/2004 | Goal 2 Com | | | FM , LDSS | | |
| 3.7.2 | Recommend Budget | 10/30/2004 | Goal 2 Com | | | | | |
| 3.7.3 | Budget Request to GA | 8/15/2005 | Goal 2 Com | | | VDSS Legis Staff | | |
| 3.8 | Deploy Plan based on Choices made | 10/30/2004 | Goal 2 Com | | | | | |
| 4 | Balanced Score Card Deployment for the VSSS | 1/31/2005 | Tom Little (lead) | | | | | |
| 4.1 | Propose Prototype | 6/30/2004 | Goal 2 Com | | | | | |
| 4.1.1 | Prototype Conference Call | 7/15/2004 | Goal 2 Com & current BSC Site | | | | | |
| 4.1.2 | Align with HB 2097, Council on Va's Future, & Fed Performance Results Act | 8/30/2004 | Goal 2 Com | | | BSC Site, | | |
| 4.2 | Deliver aligned Methodology | 9/1/2004 | Goal 2 Com | | | | | |
| 4.3 | Approve Methodology | 9/15/2004 | VSSS Committee | | | | | |
| 4.4 | Institutionalize SC Methodology | | | | | | | |
| 4.4.1 | Integrate the BSC & the DSS QA functions | | Goal 2 Com | | | QA Team, other stakeholders | | |

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|----------|---|------------|-------------------------------------|------------------|---------------------|---|--------|-------------|
| 4.4.1.1 | Decide Owner of BSC (VDSS QA?) | 11/1/2004 | Goal 2 Com | | | QA Team, other stakeholders | | |
| 4.4.1.2 | Develop Monitoring Process (include local input) | 12/1/2004 | Goal 2 Com | | | QA Team, other stakeholders | | |
| 4.4.1.3 | Develop Measurement Process | 12/1/2004 | Goal 2 Com | | | QA Team, other stakeholders | | |
| 4.4.1.4 | Develop Evaluation Process | 12/1/2004 | Goal 2 Com | | | QA Team, other stakeholders | | |
| 4.4.1.5 | Develop Communication Process | 12/1/2004 | Goal 2 Com | | | QA Team, Communications Div, other stakeholders | | |
| 4.4.1.6 | Develop Change Management Process (CQI) | 12/1/2004 | Goal 2 Com | | | QA Team, other stakeholders | | |
| 4.4.2 | Incorporate redundant DSS QA functions into the BSC | 12/1/2004 | Goal 2 Com | | | QA Team, other stakeholders | | |
| 4.4.3 | Hook QA fuctions that will continue, to BSC | 12/1/2004 | Goal 2 Com | | | QA Team, other stakeholders | | |
| 4.4.4 | Develop IT Support (Database? Web Application?) | 3/1/2005 | Goal 2 Com | | | DIS, QA | | |
| 4.5 | Recommend Institutionalization Model | 12/25/2004 | Goal 2 Com | | | | | |
| 4.6 | Approve Institutionalization Model | 12/25/2004 | VSSS Committee & Other Stakeholders | | | | | |
| 4.6.1 | Revise Draft Score Card | 1/15/2005 | | | | | | |
| 4.6.2 | Re-submit for final approval | 1/31/2005 | | | | | | |
| 5 | Identify Performance Measures for Score Card Domains: | | Donna Douglas (lead) | | | | | |
| 5.1 | Administration Domain Development | | | | | | | |
| 5.1.2 | Establish Admin Domain Team(business practitioners & stakeholders) | 7/15/2004 | Admin WG | | | Goal 5 Com, other stakeholders | | |
| 5.1.3 | Develop Admin Domain Measures | | | | | | | |
| 5.1.4 | Develop Benchmarks | | | | | | | |
| 5.1.5 | Identify Measurement Owners | | | | | | | |
| 5.2 | Program Domain Development | | | | | | | |
| 5.2.1 | Establish Program Domain Team(business practitioners & stakeholders) | 7/15/2004 | Program WG | | | Goal 1 Com, | | |
| 5.2.2 | Establish Program Domain Measures | | | | | | | |

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|---|---|-----------|-------------|---------------------|------------------------|--------------------------------------|--------|----------------|
| 5.2.3 | Develop Benchmarks | | | | | | | |
| 5.2.4 | Identify Measurement Owners | | | | | | | |
| 5.3 | Customer Domain Development | | | | | | | |
| 5.3.1 | Establish Customer Domain Team(business practitioners & stakeholders) | 7/15/2004 | Client WG | | | Goal 1 Com, other stakeholders | | |
| 5.3.2 | Develop Customer Domain Measures | | | | | | | |
| 5.3.3 | Develop Benchmarks | | | | | | | |
| 5.3.4 | Identify Measurement Owners | | | | | | | |
| 5.4 | Workforce Domain Development | | | | | | | |
| 5.4.1 | Establish Workforce Domain Team(business practitioners & stakeholders) | 7/15/2004 | Employee WG | | | Goal 5 Com | | |
| 5.4.2 | Develop Workforce Domain Measures | | | | | | | |
| 5.4.3 | Develop Benchmarks | | | | | | | |
| 5.4.4 | Identify Measurement Owners | | | | | | | |
| 5.5 | Present draft for Approval | | | | | | | |
| 5.7 | Add Measures to the Score Card | | | | | | | |
| 6 | Pilot Score Card | | | | | | | |
| 6.1 | Choose Pilots | | | | | | | |
| 6.2 | Develop Training for Pilots | | | | | | | |
| 6.3 | Deliver Training for Pilots | | | | | | | |
| 6.4 | Run Pilots 1 Year? | | | | | | | |
| 6.4.1 | Review Pilot Effectiveness | | | | | | | |
| 6.4.2 | Publish Report | | | | | | | |
| 6.4.3 | Review Pilot Results with Steering Committee (Others?) | | | | | | | |
| 6.4.4 | Revise Draft Score Card | | | | | | | |
| 6.4.5 | Approve statewide roll-out | | | | | | | |
| 7 | Deliver Final SC Approach | | | | | | | |
| 7.1 | Develop plan to roll out use of Scorecard Statewide | | | | | | | |
| 7.2 | Develop Marketing Plan | | | | | | | |
| 7.3 | Execute Marketing Plan | | | | | | | |
| 7.4 | Develop Training | | | | | | | |
| 7.5 | Deliver Training | | | | | | | |
| 7.6 | Post Implementation Review (after 1 Year) | | | | | | | |
| 7.6.1 | Review Methodology Practice | | | | | | | |
| 7.6.2 | Publish Report | | | | | | | |
| 7.6.3 | Make recommendations to Committee | | | | | | | |
| 7.6.4 | Revise Methodology | | | | | | | |
| 7.6.5 | Obtain Committee Approval for Final Methodology | | | | | | | |
| 8 | Turn the Score Card over to new Owner | | | | | | | |
| Action Plan Description: 2.1.2 Tie Performance Goals to Funding | | | | | | | | |
| 1 | Establish Task Force | | | | | | | |
| 1.1 | Identify Competencies | | | | | | | |
| 1.2 | Select Members | | | | | | | |
| 1.3 | Set meeting schedule | | | | | | | |

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| 2 | Identify Viable Performance Based Budget for VSSS | | | | | | | |
| 2.1 | Review Literature (How does this work in a fixed budget arena | | | | | | | |
| 2.1.1 | Assign Research tasks | | | | | | | |
| 2.1.1.2 | VCU Interns (Business and Social Work | | | | | | | |
| 2.1.2 | Consult with experts in similar environment | | | | | | | |
| 2.1.2.1 | Choose Work Group Members to liais with professional group | | | | | | | |
| 2.1.2.1.1 | ASPHA | | | | | | | |
| 2.1.2.1.2 | Child Welfare League | | | | | | | |
| 2.1.2.1.3 | SPQA | | | | | | | |
| 2.1.2.1.4 | GATSBY | | | | | | | |
| 2.1.2.1.5 | Governing | | | | | | | |
| 2.2 | Produce Report with Recommendation | | | | | | | |
| 2.3 | Obtain Committee Approval for Methodolog | | | | | | | |
| 3 | Choose Performance Measures to Relate to Funding | | | | | | | |
| 3.1 | Establish group to pick data | | | | | | | |
| 3.1.1 | Determine competencies from DS | | | | | | | |
| 3.1.2 | Determine competencies from Localitie | | | | | | | |
| 3.2 | Make recommendation to Committe | | | | | | | |
| 3.3 | Obtain Committee Approva | | | | | | | |
| 4 | Pilot Funding Methodology | | | | | | | |
| 4.1 | Choose Pilots | | | | | | | |
| 4.2 | Develop Training for Pilots | | | | | | | |
| 4.3 | Deliver Training for Pilots | | | | | | | |
| 4.4 | Run Pilots 1 Year? | | | | | | | |
| 5 | Choose Final Methodology | | | | | | | |
| 5.1 | Review Pilot Results | | | | | | | |
| 5.2 | Publish Report | | | | | | | |
| 5.3 | Make recommendations to Committe | | | | | | | |
| 5.4 | Revise Methodolog | | | | | | | |
| 5.5 | Obtain Committee Approval for Final Methodolog | | | | | | | |
| 6 | Establish Statewide Baseline During Pilo | | | | | | | |
| 7 | Deliver Final Methodology | | | | | | | |
| 7.1 | Develop plan to roll out Methodolog | | | | | | | |
| 7.2 | Develop Marketing Plan | | | | | | | |
| 7.3 | Execute Marketing Plan | | | | | | | |
| 7.4 | Develop Training | | | | | | | |
| 7.5 | Post Implementation Review (after 1 Yea | | | | | | | |
| 7.5.1 | Review Methodology Practice | | | | | | | |
| 7.5.2 | Publish Report | | | | | | | |
| 7.5.3 | Make recommendations to Committe | | | | | | | |
| 7.5.4 | Revise Methodolog | | | | | | | |
| 7.6 | Obtain Committee Approval for Final Methodolog | | | | | | | |
| 8 | Institutionalize Final Methodology | | | | | | | |
| 8.1 | Decide Owner of Budgeting Proces | | | | | | | |
| 8.1.1 | Where does the budget Information reside? Database? Web | | | | | | | |
| 8.2 | Incorporate redundant DSS Functions into the New Proces | | | | | | | |
| 9 | Turn the Process over to New Owner | | | | | | | |